

Strategic Area: Financial Health

It is imperative that the College improve its CFI/SB6 ratios and cash balances for long-term sustainability.

Strategic Project	2020	2021	2022	Project Owner	Contributors
1. Continued Implementation of Program Vitality					
a. Further refine program vitality model for future implementation	Complete	Adjust as needed	Adjust as needed	VP Academic Affairs	Deans/Faculty/ Program Review Com.
b. Collect, analyze & disseminate technical program data using existing framework	Continue annually	Continue annually	Continue Annually	VP Academic Affairs	Deans/Faculty/ Program Review Com.
c. Identify process and measures for vitality in general education programming	Report findings & recommend. 10/1	Continue	Continue	VP Academic Affairs	Deans/Faculty/ Program Review Com.
2. Monitor and Respond to HLC Financial Indicator Priorities					
a. Enhance cash position	Contribute \$350,000 to cash reserves in FY20	Contribute \$350,000 to cash reserves in FY21	-Continue to annually contribute to reserves -Assess conditions for bond refunding	President	President's Council, Board of Trustees
b. Develop/Implement a consistent, easy to read, annual report of financial health for distribution to College community	1-page graphic on SB6 ratio, CFI ratio & low cash point for FY19	1-page graphic on SB6 ratio, CFI ratio and low cash point for FY20	1-page financial "dashboard" to be released Q2	VP Financial Services	President, President's Council, Board of Trustees' Fin. Com.
c. Collaborate with other IHE's to explore formation of a health insurance consortium	Pending positive feasibility and Board approval before 3/31/2020, offer health insur. through consort. Beginning 7/1/2020	Monitor and evaluate year one participation.	Completed	VP of HR	President, President's Council
3. Improve Campus Efficiency and Utilization					
a. Explore partnerships for alternate use of underutilized facilities					
i. Market excess Brown Co. Property for sale	Ongoing, coordinate with ODOT project		Continue	VP Financial Services	VP Technology and Infrastructure
ii. Network with community agencies, economic dev. Entities, etc. to explore potential partnerships/utilization of facilities	Ongoing	Ongoing	Ongoing	President	President's Council
b. Consolidate summer term offerings to reduce summer operating costs of underutilized facilities					
c. Reduce operations to 3-4 days per week at Brown County Campus			Complete	VP Academic Affairs	President's Council, Deans

Strategic Area: Enrollment and Market Expansion

In an era of declining population and enrollment, we must continue to offer personalized outreach to more diversified students and our communities while expanding our reach through on-line education, short-term training, and partnerships.

Strategic Project	2020	2021	2022	Project Owner	Contributors
1. Scale SSCC CONNECT					
Orient new participants and introduce available tools.	Widen implementation to ANY volunteer participant. Focus on non-returning students not registering for fall term 2020	Evaluate 2020, refine, and implement.	HS Onboarding for CCP Enhanced MySSCC portal videos for Onboarding help Increase faculty and staff involvement	VP Student Affairs/EM	Dir. of Marketing, Director of Admissions/ Recruitment, Student Success, Faculty
2. Establish Southern State Online					
a. Ensure technical infrastructure is robust enough to meet and exceed new on-line demand	Continue to monitor	Continue	More access to Laptops/Hot Spots/Fin Aid implications	VP Technology and Infrastructure	IT staff, Director of Instructional Tech.
b. Professional development/ instructional design for existing online activity grounded in industry recognized quality standards.	Continue Quality Assur. stage of implement. & progress to Continuous Improv.	Solidify Continuous Improv. stage & begin benchmarking & Instit. Change implem. stages	Build catalog of Prof. Dev.to implement through new Prof. Dev. fund	Director of Instructional Technology / VP Academic Affairs	Faculty
c. Introduce new courses to meet student demand and enrollment goals	Invest in further course development where gaps have been identified.	Continue	Enhance faculty interaction with online classrooms	VP Academic Affairs	Director of Instructional Technology, Faculty, VP of Technology and Infrastructure
3. Enhance Community, CCP, and Workforce Partnerships					
a. Develop new short-term, credit and non-credit certificates consistent with the regional demand. Prioritize those funded by GRIT grant	Introduce new certificates and short-term training	Continue	Consider impact of programs on WCH campus / CTC needs in area	Director of Workforce Development and Academic Partnerships	VPAA, Dean of Tech Studies, Faculty
b. Align personnel to provide strategic leadership for partnerships with high schools and career tech centers	Further engage SSCC faculty through site visits, professional development, on-campus outreach events Ongoing evaluation of assigned advising structure in local schools.		Advisors as career coaches with GRIT project for HS partners SWCTP grant Continue contractual relationship with JR Roush Increase faculty engagement within the high schools	VP Student Affairs	Presidents Council, VP Student Affairs/EM, Registrar, Faculty

c. Remain the region's first choice as CCP provider	Conduct focus groups with high school counselors and further simplify processes. Conduct annual provider assessment.	Continuous Improvement; Conduct annual provider assessment	Address gaps of unpreparedness to avoid student attrition Continue to engage counselors to determine their needs/concerns and how we may assist them with the CCP process Increase course offerings in the high schools wherever feasible Further increase our in-high school presence to assist students through the onboarding/registration process.	VP Student Affairs/VP Financial Services	VPAA, Registrar, Contracted Services
d. Adopt a shared vision for community engagement	Embed in annual performance goals; recognize participants	Continued implementation	Continued	VP of HR	President's Council, Faculty Senate
4. Diversify Recruiting and Outreach Practices					
a. Identify specific strategies relevant to the various types of learners including degree/non-degree seeking, early college, adult, workforce development, etc.	Continued implementation of new strategies; increase targeted use of social media	Continue	Continue	Director of Marketing/Recruiter	
b. Develop a Talent Acquisition Plan	Monitor and modify onboarding practices as necessary	Coaching/Mentorship	Re-visit and revise	Dean of Instructional Operations/ VP of HR	VPAA, Division Coordinators, Dean of Tech. Programs
c. Analyze and redesign recruitment activities as necessary to diversify and modernize recruiting and outreach efforts	New: With realignment of Director position, evaluate current practices and develop accelerated recommendations		Continue to utilize (as a supplement) remote recruiting practices developed during COVID Increase outreach to businesses (such as Amazon and Walmart) to become an education partner/provider for their internal education/training programs	Director of Recruitment and Admissions	VP Student Affairs, faculty,

			Continue to strengthen relationships with HS counselors. Revise procedures to make the CCP process as painless as possible		
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Strategic Area: Student Persistence and Success <i>Support, cultivate, and continuously assess excellence in teaching and learning</i>					
Strategic Project	2020	2021	2022	Project Owner	Contributors
1. Implementation of NAVIGATE					
Data validation and tool launch	Expand to include CCP students. / Modify tool as necessary. Train and support faculty in use of Navigate tool	Consistent usage among SSCC students	Onboarding of Faculty/Staff for better service to students Consider registration via NAVIGATE once conversion to the latest version of Jenzabar is complete.	VP Student Affairs/EM	Director of Student Success, IT
2. HLC Assessment Academy Project Implementation					
General Education Revisions	Establish SSCC Gen Ed Framework	Assess	OT36 resubmissions in line with college core learning outcomes	VP Academic Affairs	Faculty, Deans
Core Learning Outcomes	Assess outcome set one	Assess outcome set two	Ensure outcomes are in line with Mission/Goals of institution	VP Academic Affairs	Faculty, Deans
3. Leverage Required Reporting to Promote Collaboration					
a. Distribute the work of the HLC Assurance Argument among various College representatives.	Refine Argument and Submit	Preparation for Quality Initiative	Finalize Assessment Academy membership	VP Academic Affairs	President's Council, Dean of Articulation/Transfer, Dean of Tech Studies, Faculty and Staff
b. Update and disseminate institutional effectiveness data	Continue	Continue	Continue	VP Academic Affairs	Data Coordinator, President's Council
4. Increase Transparency and Campus-wide Awareness of Performance Metrics					

Create a campus-wide report/system for key indicators of student persistence and success	NEW: Assemble key metrics from SSLI KPIs, College Scorecard and Voluntary Framework of Accountability data from previous 5 years in easily understood graphic form; Communicate to college community	Select three priorities for improvement among the data indicators. (Consider for HLC Quality Initiative)	Using peer models, identify an enrollment dashboard/report for monthly analysis	Data Coordinator/VP Academic Affairs	SSLI Team, OACC Student Success Center, Data Coach
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Strategic Area: Leadership Transition Planning
Make plans for smooth transition to new presidential leadership

Strategic Project			2022	Project Owner	Contributors
1. Ensure Continuity of Operations through New President Onboarding					
Selection of new president			Complete	BOT	
Reorganize functions within President's Council and extend new contracts			In Progress	President	
Introduction of new president to constituents through events, meetings, one-on-one introductions			In Progress	Outgoing President, BOT	Presidents Council Executive Assistant to the President
Conduct search for VP Academic Affairs			Initiated	VP Academic Affairs	President, VP HR, others as appropriate
Assist new president with employment onboarding, presidential responsibilities, and assist with professional and legislative connections				HR, Outgoing President	Executive Assistant to the President
Possible Board Retreat with ACCT Facilitation				Board	Board
Inauguration of New President Fall 2022				Board	Executive Assistant to the President, Presidents Council